

Law Enforcement Accreditation Program

TO: Commission on Accreditation for Law Enforcement Agencies, Inc.
(CALEA®)

FROM: Roy H. LIDDICOTT, Team Leader

DATE: August 29, 2003

SUBJECT: On-site Assessment Report for the Cincinnati, Ohio Police Department

A. Dates of the On-Site Assessment:

August 9-14, 2003

B. Assessment Team:

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C. CALEA Program Manager and Type of On-site:

Mr. Ted LeMay
Second Reaccreditation, D Size (1,316 Personnel), 4th Edition Standards

D. Agency Profile:

The City of Cincinnati, Ohio is home to approximately 364,000 residents, making it the third largest city in the state, covering 78 square miles. Cincinnati is located in the southwest corner of the state and borders Kentucky to its south, just over the Ohio River. In December of 1788, a group of settlers and their livestock floated down the Ohio River on their flatboats and rafts and landed and made their camp at the foot of what is now Sycamore Street in downtown Cincinnati. Originally called Losantiville, the city was renamed in 1790 as Cincinnati by Arthur St. Clair, the Governor of the Northwest Territory. The name comes from Cincinnatus, a Roman war hero of long ago who symbolized those that worked for their country. The city was chartered as a Village in 1802 and incorporated as a city within Hamilton County in 1819. The City has evolved into a very large municipality that still holds onto a bit of that small town feeling by established neighborhoods. There are fifty-two separate named neighborhoods, each complete with their own internal councils, which allows the residents of each area to have that small close knit feeling with their fellow neighbors and still enjoy all the benefits a large city like Cincinnati has to offer.

The City of Cincinnati is governed by a strong Mayor form of government. This style of government was adopted in 2001, and requires the Mayor to be chosen through a direct election. The Mayor has a four-year term and is limited to two consecutive terms in office. The current Mayor is the honorable Charlie Luken. There are nine (9) Council members that are elected at large to two-year terms. They are limited to holding office to four two-year terms. The day-to-day operations of the city are conducted by a City Manager. Valerie Lemme is the current City Manager, having come on board in 2001. The Mayor appoints the City Manager with prior approval by the City Council. The Chief of Police, Thomas Streicher, reports directly to City Manager Lemme. The City of Cincinnati provides quality parks and recreational opportunities to its many residents. They maintain more than 100 parks consisting of over 5,000 acres of playgrounds, athletic fields, tennis courts, golf courses, swimming pools, community centers and various other leisure and special activities for all age groups. The area also boasts a strong school system including one of the nation's premier alternative school programs. Twenty local colleges and universities in the immediate area, including the University of Cincinnati and Miami University to name just two, enroll approximately 85,000 students.

The Cincinnati area is primed for solid economic growth for years to come. Cincinnati is the home to eight Fortune 500 companies including, AK Steel, American Financial, Ashland Inc., Cinergy Corporation and the Proctor & Gamble Company. Other major employers include the University of Cincinnati, AT&T, Delta Airlines, Ford Motor Company, PNC Bank and the Toyota Corporation, among others. The median household income in Cincinnati in 2000 was \$29,403. Additionally, the residents of the Greater Cincinnati area have access to many music and theater facilities and museums as well as several professional sports teams. The city is home to the Cincinnati Bengals of the National Football League and the Cincinnati Reds of Major League Baseball. The city has recently built new stadiums for both of these teams, within the

city limits. Paul Brown Stadium (Bengals) and the Great American Ballpark (Reds) were both built right on the Ohio River and within walking distance of downtown. These facilities have been instrumental in the downtown areas continued revitalization. The area is served by the Greater Cincinnati/Northern Kentucky International Airport, which is ranked as the fastest growing airport in the nation, along with two smaller municipal airports.

The Cincinnati Police Department, under the leadership of Chief (Colonel) Thomas Streicher, is comprised of four bureaus. The following bureau components report directly to Chief Streicher:

Patrol – Assistant Chief (Lt. Colonel) Janke
Investigations – Acting Assistant Chief (Captain) DeMasi
Administrative – Assistant Chief (Lt. Colonel) Biehl
Resources – Assistant Chief (Lt. Colonel) Combs

The agency provides all customary law enforcement services such as routine patrol, enforcement of traffic and parking laws, investigation of crimes and accidents and animal control services. They have an active community-policing unit that assigns officers to the individual neighborhoods, schools and popular bike patrols. They operate a successful Citizen's Police Academy. The agency currently has five district headquarter buildings. These stations are spaced around the city and staffed to supply uniform coverage citywide. Each district has its own Commander who assigns his resources to best address the problems/issues in his own unique command. They also have several other buildings that house their property unit, training and inspections units and their police academy facility. The downtown District One also houses the Chief and his administrative staff.

Chief Streicher will be faced with problems similar to most agencies like his, that being the recruitment and retention of quality personnel along with the possibility of doing more with the same, or even less, resources. He, along with all the members of the Cincinnati Police Department, are also faced with the Memorandum of Agreement the city has with the United States Department of Justice (DOJ), and the Use of Force reporting requirements that it brings. The public will be closely watching this agreement and how it is being monitored and the results obtained. Team Leader Liddicott spoke with the monitor assigned by the DOJ to track the Memorandum of Agreement, Mr. Saul Green. Mr. Green advised that the Cincinnati Police Department is moving in the right direction and he has seen significant progress being made in the agreements. He further stated that he recently commended the City on the progress that was made between the first and second monitors reports. A combination of this agreement and the departments open and honest attitudes and their efforts in community policing, have gone a long way in mending the fences that were broken during the riots in 2001. The agency is properly equipped and manned to continue to be effective well into the future, due to the level of management within the department and the level of commitment shown to them from the City Manager, Elected Officials and the residents alike.

E. Agency Demographics:

The Cincinnati Police Department has a budgeted authorized strength of 1,342 members, which includes 1,045 sworn officers and 297 non-sworn employees. At the time of the on-site, their actual strength was 1,293 members, of which 1,007 were sworn officers and 286 were non-sworn employees. Within the sworn ranks there are 302 African-Americans and 13 other minorities. The department has 215 female police officers, which equals approximately 21% of the sworn staff. Members of racial and ethnic minorities comprise approximately 31% of the total sworn personnel. The balance of staffing, or 69%, is Caucasian. The available workforce is estimated to be 74% Caucasian, 24% African-American and 2% Other. As evidenced by these workforce numbers, the Cincinnati Police Department does an excellent job in recruiting minority candidates for positions within the agency.

F. CALEA Agency Annual Report:

Each accredited or recognized agency submits an accreditation Annual Report to CALEA on the first and second anniversary of their accredited status. The annual report is a statement by the agency outlining their compliance status and significant events for the previous year. This section reviews, compliance and or non-compliance issues reported by the agency.

Review of the two Annual Reports submitted by the Cincinnati Police Department revealed that they had no compliance or non-compliance issues during the evaluation periods. The reports reflected that they have contacted CALEA staff for assistance or interpretations and have been satisfied with the assistance provided. Of significance is the fact that the Cincinnati Police Department is part of an agreement with the United States Department of Justice (DOJ) in reference to use of force practices and was able to refute complaints in a Patterns and Practice Investigation by the DOJ by providing policies and procedures from their accreditation files as evidence.

G. Pre-assessment Planning:

In addition to the many internal audits and assessments conducted by members within the Cincinnati Police Department, they also scheduled and held a mock on site. This mock on site was conducted from December 18-20, 2002. Four ranking members of area agencies involved in the accreditation process, conducted the mock on site. Two of these were CALEA certified assessors. The mock team recommended several policy issues be addressed and also had input on minor file maintenance issues as well. The agency reviewed all the mock teams comments and addressed the needs identified. The names and contact information for all the mock assessment team was provided to the team should we have a need to speak to any of them. The Cincinnati Police Department accreditation team supplied all the panel review presenters with all the applicable standards they would be presenting during the two days of interviews. During the week of July 21-25, 2003, the accreditation team held meetings with all the presenters and informed them of the process and actually conducted a mock panel

review. They then addressed any problems/shortcomings detected during this mock process.

H. On-site Assessment Summary:

1. Offsite standards review

On June 27, 2003, Team Leader Liddicott contacted Accreditation Manager Don Murnan and discussed the offsite standards review and how the process would take place, along with chapter assignments for each assessor. The team leader also contacted team members this date and discussed the entire off-site review process. During the first week of July, a total of 138 standards were sent to the assessors for review. After receiving the standards for review, the assessors conferred several times by phone and discussed our observations and any concerns we had at that time. After the file review was complete all the files were sent back to the agency. The files found in compliance were so noted and the files that were not in compliance were returned with our recommendations as to what was necessary to bring the standard into compliance. Throughout the off-site process, the team leader maintained contact with the agency accreditation manager, Sergeant Don Murnan, who provided numerous documents and items of assistance to the entire team.

2. Assessor and Agency orientation

Assessors Liddicott and Chinn arrived at the Greater Cincinnati-Northern Kentucky International Airport late in the afternoon on Saturday, August 9, 2003, and were met by Accreditation Manager Sergeant Don Murnan and Officer Amy Stevens. The assessors were driven to our hotel and provided a vehicle for transportation. Assessor Kleinknecht arrived shortly after in his private vehicle. An assessor orientation session was conducted that evening and covered various topics regarding the on-site, certain specific assignments and general discussion of our individual review of the material we had been sent relative to the agency.

3. Agency tours and displays

The assessors were met at our hotel on Sunday morning by Accreditation Manager Don Murnan and Accreditation Officer Amy Stevens, and escorted to the Spinney Field Complex located at 800 Evans Street, where the static display was being conducted. This complex is the site of the old Cincinnati Bengals training facility that was owned by the City of Cincinnati, and converted into the police departments Police Academy Training Headquarters. The complex also houses several of the departments specialty units.

The team was introduced to Police Officer Terrance Forte, who explained the duties associated with his position as a Drug Awareness Resistance Education (DARE) Officer and displayed his assigned marked unit. We then met with Police Officer Evan Evans, who is a member of the department's underwater search and rescue team. All of the

equipment for the team was kept in a large older model school bus, painted with police logos and outfitted very well for this type of operation. This team is actually funded and operated by the Hamilton County Police Association, which represents all of the jurisdictions within Hamilton County. The team is comprised of members from all of the jurisdictions that respond to calls for service on an availability basis. He displayed some of the latest equipment for underwater operations. Police Specialist Dawn Keating introduced the team to her canine partner Cisco and displayed her unit and all of her assigned equipment. Cisco is one of ten German Shepard canines in this unit that are all trained in apprehension and tracking. Police Officer Jerry Lathery is a member of the Traffic Unit and displayed his assigned unit and the agencies speed-measuring trailer. He is also a certified traffic accident reconstructionists as are all the members of this unit, and as such, they respond and handle the entire investigation of all fatal accidents. The team then met Police Officer Jill Schramm and her equine partner Little Joe. Little Joe is an eighteen-year-old Chestnut Gelding that is assigned to Officer Schramm and primarily works the downtown area and special events. The unit has eight horses that have proven extremely effective in crowd control and an invaluable tool for public relations.

Sergeant Rudy Gruenke and Criminalist Sid Ceaser of the Homicide Unit then explained their unit's duties and responsibilities. Criminalist Ceaser then showed us the inside of one of the departments crime scene vans that was very well equipped with all the necessary gear to respond to and thoroughly investigate a major crime scene. Police Officers Howard Smith and Chris Thomas of the Motorcycle unit displayed two Harley Davidson motorcycles and explained their unit's duties and responsibilities. Sergeant Bruce Hoffbauer displayed one of the agencies Civil Disturbance Operations Plan (CDOP) vans. Each of the four districts has one of these vans assigned which are operated by a shift Sergeant only. The van contains supplies available to officers during times of major incidents, natural disasters, civil unrest, etc. Bike Unit Lieutenant Doug Weisman displayed one of the departments patrol bikes. He also outlined the duties and responsibilities of his unit and where and how they are deployed. The SWAT team then displayed several of their vehicles. One vehicle was a large truck that housed the team's supplies such as firearms, ammunition, flak vests, etc. The other was an armored truck converted to their use and utilized to approach high-risk locations safely. Lieutenant Douglas Venture and Police Specialists Andy Noguera and John Rose outlined the units mission and procedures for call out. The static display ended with Police Specialist Greg Ventre and his canine partner Dynamite. Dynamite is a three-year-old Retriever that is trained exclusively in Explosive Detection and used throughout the city and as far away as the Greater Cincinnati – Northern Kentucky International Airport.

The team was then transported to a building that houses several of the agency's units at 824 Broadway. Upon our arrival, we met Police Officer Eric Franz who gave us a tour of the departments mobile command vehicle. The large camper style vehicle is stocked with all the necessary equipment to adequately assess and respond to a large-scale incident. The fifth floor of this building houses the departments Court Property Unit. This facility is very secure and access is strictly controlled. Upon our entry into the

facility, we were required to sign in on a log, as did everyone else in our group. Sergeant John Boertlein then gave us a tour of the secure areas, which were neat and orderly. They have plenty of room for their property and all the required storage specifications were observed. On the fourth floor we entered the Records Section and were given a tour by Ms. Dorothy Gardner. Ms. Gardner has been employed in the records section for thirty years and was extremely knowledgeable about all the aspects of her position.

The team was then transported to the District One headquarters building located at 310 Ezzard Charles Drive. This building houses all their District One personnel as well as the administrative offices of the Chief of Police and his Assistant Chiefs. District Captain James Whalen gave us a tour of the facility. The tour ended on the third floor, which houses the departments Communications Section. Captain Ken Jones showed us the area and explained their duties and responsibilities. They only dispatch their own police and fire departments at this time. The team observed several call takers and several dispatchers on duty along with a supervisor, which is mandatory at all times. All personnel had access to all the information and equipment required by standards. We then observed the buildings back-up power source, which is a large generator located in the secure basement of the building. Directly across the street from the District is a very impressive memorial, with an eternal burning flame, that contains the names of all the police officers killed in the line of duty in Hamilton County.

The team was then transported back to the Spinney Field Complex and given a brief tour of the police academy by Lieutenant Howard Rahtz. Lieutenant Rahtz explained how the academy operates and discussed some of their curriculum requirements.

During the static display and multiple tours of various agency components, the team was able to visually verify compliance with many standards. The team then retired to our assigned workroom on the second floor of the Spinney Complex. The room was adequately equipped with all the items necessary for the on-site.

4. Onsite standards review

Following the tour, the team was shown to our work area. We again discussed individual assignments and responsibilities and immediately began the standards review. Overall, the quality of the files was good. A number of files were returned for additional proofs. These proofs were in possession of the agency and were quickly obtained by the Accreditation Manager and provided to the assessors. Seven (7) standards fell into the Applied Discretion area and were addressed by the agency immediately. Throughout the on-site, the agency responded to all assessors' questions and concerns in a timely, courteous and efficient manner.

5. Panel standards review

The team conducted the panel review portion of the on-site assessment on Tuesday and Wednesday from 8:30AM to 12 Noon. This review included presentations from 14

members of the agency and involved topics covering 58 standards. All the presenters were extremely professional in both appearance and demeanor. They all were very knowledgeable in their respective areas and the information covered, along with the standard files, easily satisfied compliance levels for each of the associated standards.

6. Key activities

On Saturday, after Assessors Liddicott and Chinn arrived at the airport, Sgt. Murnan and Officer Stevens transported us to our hotel where we met with Assessor Kleinknecht who had driven in his private vehicle. On our ride to the hotel, Sgt. Murnan provided us with a brief introduction to the Cincinnati Police Department and a brief geographic overview of the city.

On Sunday, after a thorough and informative static display and tours of several police department facilities, the assessors spent the remainder of the day reviewing standard files for compliance.

On Monday, formal introductions were made to Chief Streicher, Lt. Colonel Janke, Lt. Colonel Combs, Capt. DeMasi, Capt. Snider and Training Coordinator Schoch. The team then held a short briefing with the Chief and his staff and gave them an overview of how the assessment will be conducted and what we expected and answered any questions they had at that point. After photographs with the team, the Chief and his staff, the team returned to our work area to continue file review.

The team spent the remainder of Monday reviewing files and conducting the telephone call in period from 1PM to 5PM. We then proceeded directly to the public information session at 7PM.

On Tuesday, panel reviews were conducted from 8:30AM until 12 Noon. Ron Ferrell, Chief of Police of Mason, Ohio, which is an accredited agency just north of Cincinnati, visited the team in our work area. Chief Ferrell explained that he was unable to attend the public information session the previous night but wanted to address the team in reference to the Cincinnati Police Department. He thoroughly supported the Cincinnati Police Department in their efforts toward re-accreditation and believed that they would have no problems meeting all applicable standards. Chief Ferrell was born and raised in this area and has extensive knowledge of the Cincinnati Police Department and has watched them evolve into an extremely professional police department that he often relies on for assistance. Without hesitation, Chief Ferrell would recommend the Cincinnati Police Department for re-accreditation. Team Leader Liddicott visited the City Manager at her office. City Manager Valerie Lemme was hired shortly after the riots in the spring of 2001. She admitted that she was a bit skeptical when she first arrived from Dayton, Ohio where she was the City Manager prior to Cincinnati. Ms. Lemme advised that she quickly realized that the Cincinnati Police Department is a very well organized and managed agency that delivers a quality product to the people of Cincinnati. We discussed the accreditation process and the many benefits derived from it. She was extremely supportive of the agency and its efforts toward reaccreditation

and vowed her continuing support in this endeavor. There appears to be no bigger fan of the Cincinnati Police Department than Ms. Lemme.

Assessor Chinn attended District Four's staff meeting and met with the District Commander Captain Schmalz and Lt's Neville, Isaac, Carpentar and Sizemore and Sgt's. Sess, Lambert and Albert. He conducted a ride along with District Four Officer Denson, Jr. They handled several high profile incidents and Assessor Chinn was extremely impressed with the professional actions of Officer Denson and the many others that they worked with during this ride-along. Assessor Chinn then met with Personal Crimes Unit members Sgt. Simpson, Det. Day and Officer Ventre. They took him to the Children's Hospital, Child Advocacy Center where he observed the group deal with several cases involving both physical and sexual child abuse. He also met and interviewed the Coordinator of this unique program, Heidi Malott and her staff, Registered Nurses Hammond, Dickman, Broadus and Brown. Assessor Chinn was extremely impressed with this unit and the outstanding work they do with the endangered youth of Cincinnati.

Assessor Kleinknecht interviewed Carole Callahan, Assistant Director of Human Resources for the City of Cincinnati in reference to standards relating to personnel issues to verify compliance. He also interviewed Vice Unit Commander Lt. Hall and Sgt. Turner about matters related to standards.

On Wednesday, a second day of panel reviews was conducted from 8:30AM until 12 Noon. Assessor Chinn conducted a ride-along with Officer Hunter from District Three. They handled many calls for service to include a mentally ill person. Assessor Chinn was impressed with the work of the Mental Health Unit and how expeditious the entire matter was resolved and the subject delivered to a facility for help. Assessor Chinn also attended a roll call in District Two and observed Lt. Savard and Sgt's. Browner and Mack address the troops. He was also able to witness the efficient and effective roll call training program the agency utilizes. Assignments were passed out to the officers and they were given all the necessary information to do the job. Assessor Kleinknecht interviewed the President of the FOP Queen City Lodge, Roger Webster, in reference to standards as they relate to union issues.

7. Public information

The public hearing was held on Monday in the Cincinnati Police Department Training Academy Theater at 800 Evans Street and began promptly at 7:00PM. Approximately forty people attended the hearing and thirteen addressed the team. Eleven of the speakers heaped praise on the agency and Chief Streicher. They continually spoke of the agency's commitment to the community, their efforts at reducing crime and their openness toward the public and their helpful attitudes. The speakers were particularly fond of the Community Problem Oriented Police officers assigned to the individual neighborhoods. One speaker, while complimenting the rank and file officers for doing a good job, criticized the command staff of the agency, and another speaker criticized the choice of the location for the hearing.

8. Team/agency conflicts

There were no team or agency conflicts during the on-site assessment.

9. Exit interview

The assessment team conducted the exit interview on Thursday in Chief Streicher's conference room. The interview began at approximately 10:30AM and included Chief Streicher, Lt. Colonel Combs, Capt. DeMasi, Capt. Snider, Lt. Theetge, Sgt. Murnan and Officer Amy Stevens. The entire group was complimented on their hospitality and their level of professionalism. The team leader explained that the team presents preliminary findings at this interview and that those findings could change as the report is finalized. Additionally, it was clearly explained that the final decision on re-accreditation is at the prerogative of the Commission.

Each assessor then presented his findings according to their individual chapter assignments. The agency was complimented on their work ethic, the commitment they all displayed to the accreditation process and the level of service they provide to the residents and visitors of Cincinnati. The quality of the on-site was discussed, as was the fact that there were no issues of non-compliance and seven issues of applied discretion determined during the review. The team leader advised the Chief that the agency was in compliance with 288 mandatory standards and 75 other-than-mandatory standards and that there were 72 standards that were not applicable because of the agency's function. The agency had elected to place only nine standards in the 20% of optional category. Chief Streicher was also advised that 25 files had been returned for file maintenance issues. The team also pointed out the excellent presentation by all the participants during the panel review process. Assessor Liddicott then concluded the interview by again thanking the group for their hospitality, their professionalism and their positive "can-do" attitudes.

I. Table: Standards Summary:

	TOTAL
Mandatory (M) Compliance	288
(M) Noncompliance	0
Waiver	0
Other-Than-Mandatory Compliance	75
(O) Noncompliance	0
(O) Elect 20%	9
Not Applicable	72
TOTAL	444

J. File Maintenance:

This section reports on the condition of the agency's files presented to verify proof of compliance with accreditation standards. This includes organizing and marking files for

review, clerical issues, the adequacy, correctness, and currency of proofs used for compliance. Generally, this section indicates preparation and understanding of the accreditation process. This section does not indicate compliance with standards or report on agency practices.

Overall, the files of the Cincinnati Police Department were in good condition. The assessment team made suggestions to the agency on improvements that could be made in the uniformity of the files and how the documents were arranged. The assessment team returned 25 files, or 5.5%, for additional existing proofs or an administrative/clerical issue. The team determined that 419 files, or 94.5%, had sufficient proofs of compliance.

K. Performance Activities:

The accreditation process has 48 time sensitive issues that require some type of agency action within specific time frames. Included are reports, analysis, reviews, inspections ranging in a time frame from weekly to periodically, or once in three years. These activities are important to agency operations, public safety, and liability concerns.

This section reports on, summarizes the quality of the reports, and describes impact on the agency.

The Cincinnati Police Department is very committed to the ideals and principles related to Bias Based Profiling and as such, trains all their personnel on this topic **(1.2.9b)**. They provided their lesson plan and a sign in sheet in the files as additional proof. They teach this at the recruit academy as well as during in-service for existing officers. The annual administrative reviews on this same subject **(1.2.9d)** were in the file for 2001 and 2002. The annual reviews did satisfy standards but could have more detailed and informative.

The agency requires a report be generated each time an officer is involved in a use of force incident as described in the policy and procedures **(1.3.6)**. Proofs in the files as well as interviews with several officers verified compliance with this standard. These same reports are reviewed **(1.3.7)** by the involved officer's immediate supervisor, who makes appropriate remarks and forwards up the chain through the command staff who sign off, comment and forward to the Chief of Police for his final review.

All sworn officers are required to train and qualify with lethal weapons annually **(1.3.11)**. The officers have a second scheduled range day during the year but it is a training shoot and not a qualification. This training is properly documented in agency files. Sworn officers are also required to train and qualify with less-than-lethal weapons on an annual basis **(1.3.11)**. A thorough annual review of all use of force reports **(1.3.13)** is conducted at the direction of the Chief of Police. This review contains analysis and any concerns and/or training issues identified along with the data from the previous years for comparison purposes. Copies of the annual reviews for 2001 and 2002 were observed.

The agency utilizes a computer assisted program with automated reminders for department personnel that ensures that CALEA required reports and activities are completed when due **(11.4.3)**. Sufficient proofs were viewed in the files that verify that this system works well for them. The agency's goals and objectives **(11.5.1)** are formulated on an annual basis as part of the budget process, with input from all of the effected divisions.

Lt. Sabransky prepares very detailed crime analysis reports **(15.1.1)** on a monthly basis as directed by policy or when requested by a department member or division. He utilizes an Arcview Geographical Information System for this function. Policy is clear as to the source documents he utilizes and to who or what unit the information is to be distributed.

Also part of Lt. Sabransky's duties is the workload assessment analysis **(16.1.2)**, which he computer generates at least annually or more frequent if necessary. These analysis reports are distributed to all effected divisions for their perusal and to assist in the deployment of their personnel. The Cincinnati Police Department chose to 20% the standard that requires an annual review of specialized assignments **(16.2.1)**.

All agency components submit their budget recommendation reports on an annual basis **(17.2.2)**. The team viewed many of these detailed reports in the file as proof. The City's Finance Department generates a very comprehensive monthly fiscal management status report **(17.4.1)** for the Police Department that contains all the required/applicable information.

Employee grievances **(25.1.3)** are tracked by the two unions that represent both sworn and non-sworn personnel. These unions provide an analysis report to the Chief of Police annually that includes case dispositions, recommendations and additional comments.

All sworn personnel participate in annual re-training **(33.5.1)**. This training includes firearms qualifications along with Ohio mandated legal updates. Command staff identifies other annual training issues. All officers are required to receive no less than forty hours of re-training per year.

Performance evaluations **(35.1.2)** are completed on all personnel on an annual basis and provide for employee comments if they so desire. An annual evaluation of the Personnel Early Warning System **(35.1.15c)** is conducted each year by the City's Risk Management Unit. These evaluations review and track all officers' performance on a twelve-month basis.

Policy requires a review of every pursuit by department personnel **(41.2.2)**. These reviews involve the officer's supervisor, shift Lieutenant, District Captain, Deputy Chief and the Chief of Police, and are utilized to produce an annual report of all pursuits. This annual analysis of pursuits **(41.2.3)** is a very comprehensive and complete document.

The annual review and evaluation of juvenile enforcement and prevention programs **(44.1.3)** is conducted as required. Two years of annual evaluations were included in the file as proof.

The policy pertaining to an annual analysis of crime prevention programs **(45.1.1)** was well written and the required documents were in the file as proof. The quarterly community involvement reports to the CEO **(45.2.2)** are done by each District and they're very detailed contents are shared and discussed at agency staff meetings. This agency clearly understands the importance of working with the community, which was clearly evident by the supportive speakers at the public hearing and callers during the phone session. Policy requires a survey of citizen input on agency service **(45.2.4)** be conducted every three years. The 2002 survey was viewed and was an excellent tool that confirmed the public was very supportive of the police and has an extremely high rate of respect for them. This survey also solicits suggestions and feedback from the respondents.

The agency has a policy in place that requires the monthly inspections of unusual occurrence equipment for operational readiness **(46.1.6)**. These inspections were verified by file review and interviews of personnel. Policy also requires an after action report be done on each special event **(46.1.10)** they handle. The agency does a good job planning such events and several after actions were observed as proof. These same after actions also identified problems and corrective measures to be taken to do the job even better next time. The agency is currently writing the policies that will address Incident Command and require an after action report on each Incident Command type situation **(46.1.11e)**, an annual documented Incident Command training exercise **(46.1.11f)** and an analysis done every three years of all incidents and training related to Incident Command **(46.1.11g)**. These standards related to Incident Command became effective in November 2002 and the agency has until November 2003 to comply.

An annual statistical summary report of all Internal Affairs complaints **(52.1.11)** is completed by Captain Gerard in the Internal Affairs Unit. This summary includes information on types of complaints and the status of them. Raw numbers and percentages are tallied to give a good overview of all complaints and to be utilized to identify potential problem employees and/or training issues. The 2001 and 2002 summaries were in the file as proof.

A staff inspection of all organizational components **(53.2.1)** is mandated by policy at a minimum of every three years. The file contained copies of staff inspections of all agency components by the Inspections Unit. These inspections documented any problems and listed what corrective actions should be taken.

Victim/witness needs analysis **(55.1.2)** is required annually and proofs in the file verified this is being done. The agency is very proactive in this area and works closely with the prosecuting attorney to be sure the needs of their victims/witnesses are met.

The annual analysis of the locations needed for adult school crossing guards **(61.3.5)** is N/A by Function. The Cincinnati Police Department has no involvement in the adult school guard-crossing program.

There is policy in place that requires a report be written each time a prisoner being transported by an agency member escapes **(71.1.7)**. During the assessment period, three such occurrences happened and the file reflected three detailed reports as required.

All of the inspections, tests and reports required by Chapter 72 **(72.3.1a, 72.3.1b, 72.4.6, 72.4.11 & 72.6.2)** are not applicable to the Cincinnati Police Department, as they do not have a holding facility.

The survey required every three years that evaluates court security needs **(73.2.1)** is not applicable to the Cincinnati Police Department, as they have no responsibility for court security services.

The department's alternate source of power for the Communications Center (generator) was observed in a secure locked facility in the basement of their District One headquarters. Documents verified that monthly testing **(81.3.2)** was conducted and copies of the test logs were in the files as proof.

The records supervisor conducts an annual audit of the central records computer system **(82.1.6)** that is in compliance with standards as well as Ohio statutes and retention schedules.

A thorough report is completed each and every time a member processes a crime scene **(83.2.6)**. Collection and preservation of evidence is very important to this agency and is done in accordance with accepted practices by properly trained employees. Policies and procedures in this area are clear, concise and well written.

The file had multiple proofs that a report is written each and every time an agency member comes into possession of property **(84.1.1)**. These reports were detailed and contained all necessary information. The evidence/property custodian, Sgt. Boertlein conducts the required semi-annual inspections of property control procedures **(84.1.6a)** and authors a very thorough report of his findings. This was verified by file review and an interview with him. Policy requires an inventory be conducted of agency property/evidence in custody each time there is a change in custodians **(84.1.6b)**. Sgt. Boertlein has been the property/evidence custodian since the agency's last re-accreditation so there was no inventory necessary.

An annual audit of the property/evidence function is done by a supervisor not directly connected to the property function **(84.1.6c)**. The Commander of Inspections assigns this audit and copies of the 2001 and 2002 audits were in the file as proof. Finally, random unannounced inspections of the property/evidence unit **(84.1.6d)** are conducted every six months by members of the Inspections Unit. During the review period, these

inspections were performed as required and reports were available for each one. Several reports identified minor problems (neatness, space), which were addressed and rectified.

L. Applied Discretion Compliance Discussion:

This section provides specific information on standards found to be in compliance after on-site “adjustments” were made. Adjustments may include modifying agency policies and directives, creating documentation, alteration of the physical plant, deficiencies in performance activities, and “wet ink” issues, where the written directive is newly issued.

The agency had (7) standards in applied discretion.

1.3.10 *A written directive requires that only agency personnel demonstrating proficiency in the use of agency-authorized weapons be approved to carry such weapons. (M)*

The directive failed to require members to demonstrate proficiency with agency-authorized weapons before being approved to carry them. Policy #12.025 was revised to mandate this requirement. As a practice this was being done, however, the policy was changed to require it.

1.3.12 *A written directive requires that all agency personnel authorized to carry lethal and less-than-lethal weapons be issued copies of and be instructed in the policies described in standards 1.3.1 through 1.3.5 before being authorized to carry a weapon. The issuance and instruction shall be documented. (M)*

Policy #12.025 was revised to require that agency personnel will be issued copies of and be instructed in Department use of force policies and procedures before being authorized to carry a weapon. As in 1.3.10, this was being done in practice, now the policy was revised to require it.

17.4.2 *A written directive governs the maintenance of all cash funds or accounts where agency personnel are permitted to receive, maintain, or disburse cash and includes, at a minimum:*

c. authorization for cash disbursement, including CEO authorization for expenses in excess of a given amount. (M)

Policy #12.620 was revised and procedures added that identifies the amount of cash disbursement that can be approved by each level of supervision and the amount that can only be authorized by the CEO.

22.3.1 *A written directive describes the agency’s policy regarding physical examinations for employees. Any examination required of employees in permanent, full-time jobs must be provided at no cost to the employee. (M)*

City of Cincinnati Personnel Policies and Procedures related to "Fitness For Duty Evaluation" were revised and now state that any employee who is ordered to take a fitness for duty evaluation, the police department will pay the cost of that evaluation.

22.3.2 A written directive describes the agency's policy regarding general health and physical fitness for sworn employees. (M)

The Cincinnati Police Departments Code of Ethics was revised and now states "Officers shall maintain a level of general health and fitness which allows them to properly execute their duties".

26.1.5 A written directive specifies the role of supervisors and the authority attendant to each level of supervision and command relative to disciplinary actions. (M)

The Cincinnati Police Departments Manual of Rules and Regulations and Disciplinary Process was revised and a new section, #9.02, added that clearly defines the role of every supervisor in the discipline process. A matrix was also developed that illustrates this authority attendant to each supervisory level.

84.1.1 A written directive establishes procedures for receiving all in-custody and evidentiary property obtained by employees into agency control, to include;
b. requiring all property to be placed under the control of the property and evidence control function before the officer ends his/her tour of duty. (M)

Although the practice in the agency was consistent with this standard, Policy # 12.715 was revised to require the inventory and processing of all property that comes into an officer's custody be done before the end of his/her tour of duty.

M. Standards Noncompliance Discussion:

There were no standards found in noncompliance.

N. Waiver Concurrence/Nonoccurrence Discussion and Recommendation:

In unusual situations the Commission may grant the agency a waiver from complying with a standard or parts of a standard. Assessors must verify all Commission approved waivers.

There were no waivers granted by the Commission in this section.

O. Standards Status Changed by Assessors:

This is primarily a CALEA administrative section that indicates changes to standards applicable to the agency. Changes result from modifications of agency responsibilities and operations, assessor reevaluation of a situation, and revisions of standards by the Commission.

The statuses of six (6) standards were changed during the on-site.

3.1.1 A written agreement exists governing law enforcement services provided by the agency and includes:

Status was changed from (M) to (N/A), as the Cincinnati Police Department has no existing contractual agreements to provide law enforcement services to any entity at this time.

3.1.2 A written directive stipulates that employment rights of personnel assigned under a contract for law enforcement services are not abridged by the provider agency.

Status was changed from (M) to (N/A), as the Cincinnati Police Department has no existing contractual agreements to provide law enforcement services to any entity at this time.

35.1.1 A written directive defines the agency's role in the promotion process for sworn personnel.

Status was changed from (M) to (N/A) as the City of Cincinnati's Civil Service Commission has 100% responsibility for the entire promotion process.

46.1.11 A written directive establishes an Incident Command System for operations management and addresses the following:

Status was changed from (M) to (N/A) as the agency has until November 2003 to comply with this standard.

61.3.5 If the agency uses adult school-crossing guards, a written directive specifies:

Status was changed from (O) to (N/A), as the agency does not utilize any adult school-crossing guards.

74.2.2 Execution of orders for civil arrest or writs requiring the seizure of real or personal property is performed by a sworn law enforcement officer.

Status changed from (M) to (N/A) as the Cincinnati Police Department does not execute civil arrest orders or writs of real or personal property seizure.

P. 20 Percent Standards:

CALEA agencies must be in compliance with at least 80% of applicable other than mandatory (O) standards. The agency is free to choose which standards it will meet based on their unique situation. This section administratively clarifies the standards for the agency, assessors, and CALEA Commissioners.

The agency was in compliance with 90% of applicable other-than-mandatory (O) standards.

The following nine (9) standards were placed in the 20 percent category by the agency before the assessment began:

- 11.4.1 A written directive specifies an agency administrative reporting program.
- 11.5.2 The agency has a system for evaluating the progress toward goals.
- 16.2.1 A written directive requires an annual review of all specialized assignments.
- 21.1.1 A written task analysis of all positions is conducted and on file.
- 33.1.1 A written directive establishes a training committee in the agency.
- 33.8.1 A written directive establishes requirements for personnel assigned to conduct career development activities.
- 42.2.3 A written directive establishes steps for conducting follow-up investigations.
- 55.1.3 The agency develops policies and procedures for dealing with victim/witnesses.
- 61.3.6 The agency assists school authorities in the safety patrol program.

The agency did not place any standards in the 20 percent category during the assessment.

Q. Public Information Activities:

Public notice and input are a corner stone of democracy and CALEA accreditation. This section reports on the community's opportunity to comment on their law enforcement agency and to bring matters to the attention of the Commission that otherwise may be overlooked.

1. Public Information Session

The Public Information Session was conducted on Monday, August 11, 2003 at 7PM at the Cincinnati Police Department's Police Academy facility located at 800 Evans Street, as advertised. The session was audio and video taped by agency personnel, and the team leader was provided a copy of the tape for inclusion with this report. Approximately forty (40) people, of whom fourteen signed up to speak, attended the session and thirteen actually spoke. One gentlemen who had signed up to speak politely declined when called and was given several opportunities to change his mind and even called again at the end, and he still declined.

Speakers included Cecil Thomas, Executive Director of the Cincinnati Human Relations Commission, James Schroba, Special Agent in Charge of the Cincinnati office of the Drug Enforcement Administration and thirty year downtown business owner Rich Cappel, who all spoke of the professional level of service provided by all the officers of the Cincinnati Police Department. Mr. Thomas spoke passionately about the total change he has seen in the police department recently and their much more open and positive attitudes. All three praised the efforts of Chief Streicher and his ability to lead this agency. They whole-heartedly support the Cincinnati Police Department in their efforts toward re-accreditation and feel that they have earned and are worthy of this

continued recognition. The majority of the remaining speakers were extremely complimentary of the Cincinnati Police Department and all of their efforts, especially in the area of community policing. The reoccurring theme was praise for the Community Problem Oriented Policing (CPOP) officers assigned to the many neighborhoods in the city. Other favorable comments addressed the agency's responsiveness to the citizens, their efforts in reducing crime, their work with youth and their overall improvement in attitude and openness to the public. One of the speakers spoke negatively of the department's command staff. While he praised the rank and file officers, he stated that he felt the command staff showed a total disrespect toward the community and they act like a "colonial army". A second negative speaker questioned the choice of the location for the session itself. He felt that if the session was held in the community where they are having problems with the police, more people would have shown up to speak. None of the negative comments addressed the agency's ability to meet the standards.

2. Telephone Contacts

The telephone contact session was held on Monday, August 11, 2003 between the hours of 1:00PM and 5:00PM. Twenty-six (26) calls were received during the session. Twenty-five (25) of the callers heaped praise on the Cincinnati Police Department for all their efforts in the community. The callers included ten representatives from various neighborhood associations, seven high-ranking members from local law enforcement agencies in the Hamilton County area and several downtown business representatives. They praised the department's responsiveness, openness, crime fighting efforts, bike officers, CPOP officers, cooperation, professionalism and their overall presence in the neighborhoods. Comments such as, "They're the best department around", "The most professional organization ever", "Chief Streicher is very approachable", "They have faced unnecessary criticisms from the media, communities and the federal authorities", "They are not to blame for the civil unrest of 2001", and "They're full of the finest police officers in the country", were just some of the positive comments made by the callers. One gentleman called anonymously and stated that the union is running the department and the city's economic problems can be attributed to the lack of leadership in the police department. None of this caller's negative comments caused concern for the department's ability to meet the standards.

3. Correspondence

Only one letter was received during the on-site. This letter was received from Mrs. Melva Gweyn, a resident of Cincinnati. Mrs. Gweyn also spoke at the public information session and this letter was a transcript of her speech that she wished to be included in the report. She praised all the efforts of the department in all areas of law enforcement but was extremely critical of the Cincinnati government and their decisions as they relate to law enforcement. CALEA staff forwarded two letters to the team leader shortly after the conclusion of the on-site. One letter was from Major Robert Stack, Accreditation Manager of the Lexington Fayette Urban County Division of Police. Major Stack praised the Cincinnati Police Department and in particular the great strides they have made since their last re-accreditation to strengthen compliance with CALEA.

standards. He recommended the Commission grant them re-accreditation. The second letter was from Mr. LeRoy Euvrard, Jr., and informed the Commission that the Cincinnati Police Department is part of a "Collaborative Agreement" with the United States Department of Justice, which the team was fully aware of and had reviewed.

4. Media Interest

Local ABC affiliate, Channel 9, produced a story on the departments efforts to attain their reaccreditation along with the information relative to the public information session and the telephone session, and placed it on their website, WCPO.com. A similar story was printed in *The Cincinnati Post* newspapers online edition at cincypost.com. as well as being aired on 89.7 WNKU-FM radio station. The public information session was covered by the local NBC affiliate, Channel 5. The session was recorded by Channel 5 and portions aired on the evening news that same night. Team Leader Liddicott gave a lengthy on camera interview to Channel 5 reporter Raegan Butler after the session.

5. Public Information Material

The agency's public information plan was comprehensive and very well outlined. Public Information Officer (PIO) Lt. Kurt Byrd distributed the public notice on July 25, 2003. He distributed the notice to the City Hall PIO and to CitiCable, the City of Cincinnati Television Network. He also made copies available in the lobbies of all five Cincinnati Police Department District headquarters and at City Hall. CPOP Officers distributed the notices at their respective community meetings. Lt. Byrd also prepared a press release announcing the on-site and sent it on July 25, 2003, to in excess of thirty-five newspaper, television and radio stations in the Greater Cincinnati/Hamilton County area.

In addition, the agency prepared a packet containing an informational letter along with an overview of the accreditation process and mailed them out to community leaders and citizens encouraging their input during the on-site assessment. Letters of announcement were also sent to various area and statewide professional law enforcement organizations including the Ohio State Highway Patrol, Ohio Bureau of Criminal Identification and Investigation (BCII), Hamilton County Sheriff's Department, Columbus, Ohio Police Department, Toledo, Ohio Police Department, Ohio Peace Officers Training Academy (OPOTA) and the State of Ohio Accreditation Resources (SOAR), among others.

Finally, Lt. Byrd also faxed the notices to all Cincinnati Police Department Districts, Sections and Units, as well as sending this same information via teletype message to this same group, so all employees were aware of the activities planned. This information was also published in the Cincinnati Police Department Staff Notes on August 5, 2003 and sent to each officer via their Regional Crime Information Center computer terminals in their vehicles.

R. Exemplary Policies/Projects/Procedures:

An exemplary project is a unique or extraordinary program, practice, or procedure that enhances some aspect of law enforcement professionalism, or service, or impacts positively on the community. Exemplary projects do not have to address specific CALEA accreditation standards but they must meet established guidelines with measurable results. Exemplary projects are voluntary and the lack of exemplary projects does not affect an agency's ability to become accredited nor suggest the agency is somehow deficient.

There are no exemplary policies/projects or procedures submitted with this report.

S. Quality of Law Enforcement Service:

Based on chapters in CALEA's standards manual, this section presents a comprehensive view of the agency and indicates the quality of service provided. When appropriate, agency and individual strengths are emphasized and areas of needed improvement discussed.

Chapter 1 Law Enforcement Role and Authority

The agency's legal authority is derived from a combination of Ohio Revised Code and Cincinnati Administrative Policy. Their policies that relate to the role and authority of the department and its members are very well written, concise and clear. All sworn officers adhere to strict directives in reference to use of force and the same policy requires detailed reporting of such use followed by extensive review of each incident, which involves ranks up to and including the Chief of Police. They compile an annual review of use of force and compare the annual statistics with those from the previous year. Use of force policies are clear and easy to read and leave nothing to speculation. The Cincinnati Police Department is currently part of a Memorandum of Agreement with the United States Department of Justice, which resulted from an April 2001 invitation by the Mayor of Cincinnati for the DOJ to investigate the Cincinnati Police Department and its reported use of force incidents incidental to the civil unrest in early 2001. While the DOJ investigation determined that their jurisdictional requirements were met by the Cincinnati Police Department, they both entered into the Memorandum of Agreement wherein the DOJ will continue to monitor the Cincinnati Police Department's use of force reports and other measures required in the Memorandum.

Firearm training and proficiency is required and documented as per policy. All aspects of search and seizure and arrests with and without warrants were addressed extensively. Sworn personnel are clearly told what they can and cannot do and their use of discretion is also clearly articulated. To comply with standards # 1.3.10 & 1.3.12, in reference to less-than-lethal weapons, Cincinnati Police Department Policy # 12.025 was revised to include some provisions concerning their use.

Bias based profiling is strictly prohibited and all agency personnel are well aware of this. The proofs in the files for Bias Based profile training and review were very good. New recruits are instructed in this area during the academy and existing officers are also trained in this annually. Annual administrative reviews for 2001 and 2002 were in the

files and showed no indications of biased base profiling within the agency. While these reviews complied with standards, they could have been more detailed and offered more information for the Chief of Police to peruse. They conduct excellent training for this and document it as required.

All officers are required to take an oath of office and abide by a cannon of ethics before they begin their tenure. Compliance panel review with Lt. David Bailey as well as ride along interviews with numerous officers provided further proof of compliance with the standards as they relate to use of force, strip searches and body cavity searches.

Chapter 2 Agency Jurisdiction and Mutual Aid

The City of Cincinnati's geographical boundaries are defined in various maps posted in several locations throughout the police department building and in each member's policy and procedures manual. Several maps are also posted in the building that outlines all the patrol zones and beats. The Cincinnati Police Department has agreements on file with surrounding jurisdictions for mutual assistance when needed. These agreements provide for all the necessary support to accomplish any task and meet all applicable standards. Detailed procedures were in place if the need arose to request federal law enforcement or National Guard assistance and included who was authorized to make such a request and under what circumstances.

Chapter 3 Contractual Agreements

The Cincinnati Police Department has no existing contractual agreements to provide law enforcement services to any entity at this time, thus the two standards in this chapter were not applicable to them.

Chapter 11 Organization and Administration

The Cincinnati Police Department produces an in-depth and detailed organizational chart annually, or as needed. This chart clearly delineates lines of authority and responsibilities. All the functions within the department are described as to what they do, whom they report to and what their goals are. All unity of command issues were clearly articulated. They utilize a computer generated CALEA report matrix that lists all required reports, reviews, audits, etc., that are due, when they are due and who is responsible. This matrix also includes definitions of key words/phrases (written directive, written documentation, policy, procedure, plans and analysis) to assist agency personnel submitting these required documents. The agency updates their goals annually with input from all personnel and units, and they have a continuing five (5) year strategy mission. This five-year strategy mission considers things such as projected workloads, projected population trends, projected personnel needs and projected capital improvements.

Chapter 12 Direction

Chief of Police Thomas Streicher's authority and responsibility as Chief Executive Officer of the Cincinnati Police Department is derived from a combination of Cincinnati Municipal Codes and the Ohio Revised Codes. The agency has established command protocol for all possible situations and included several proofs to verify compliance. Their policy on receiving conflicting and unlawful orders was clear and concise. Employees are explained how to react to these circumstances. Agency functions interact very well, as evidenced by policies in files and assessor observations and interviews. The Cincinnati Police Department's written directive system meets standards and provides for all required purging, indexing, updating and revising. The dissemination and storage of agency written directives was in compliance with applicable standards. The team felt that the department's combination of several different written directives could be combined, codified and made a much clearer and easier to use document.

Chapter 15 Crime Analysis

The Cincinnati Police Department does an extensive overview of reported crimes citywide as well as by district. Lt. Sabransky acts as the department's crime analyst and presented proofs to the team during the panel review process to further satisfy standards. The crime analysis unit produces statistical reports complete with bar graphs, pie charts and color maps with explicit data related to crime. For example, one map pinpointed all burglaries reported in District Three and superimposed a color identifier system that identified the homes of known burglars and the correlation was striking. This is done for other Part 1 crimes also and provided to district personnel.

The Chief of Police has an administrative review process called "CinSite" that is their version of the New York City Police Department's Computer Statistics (COMSTAT) program. Each district commander is reviewed via CinSite periodically at the chief's headquarters. At times this review is taken out to the districts to impact more employees. All crime analysis is computer generated and in full compliance with all applicable standards. Agency policy clearly identified the source documents for analysis and to whom and what units that the analysis would be distributed to. A relatively new feature on the Cincinnati Police Department website allows the public to access some crime statistics via the Internet to see for themselves their own neighborhood crime situation.

Chapter 16 Allocation and Distribution of Personnel

The Cincinnati Police Department produces a personnel document with input from the city's Human Resources Department that lists all the positions within the police department by number, type, location and current status. Openings in specialized assignments are advertised as required and filled after an interview process. Temporary assignments are authorized and sufficient policies cover their use. The Cincinnati Police Department does not have a Reserve Officer program, thus standards 16.3.1 through 16.3.7 do not apply to them by reason of function. They do maintain a very active explorer post and they conform to all applicable standards dealing with

auxiliaries as they relate to describing their duties, training and uniform requirements. Positions not requiring a law enforcement officer are designated as civilian positions and staffed accordingly. The Research Unit produces a statistical report that is utilized by the agency as resources are allocated and personnel distributed within the functions.

Chapter 17 Fiscal Management and Agency-Owned Property

Chief Thomas Streicher is designated as having the authority and responsibility for the agency's fiscal management by a combination of Cincinnati City Charter and Cincinnati Police Department organizational directives. The budget process is clearly detailed and proofs in the files confirmed compliance. The City of Cincinnati Finance Department provides a monthly budget summary report that outlines initial appropriations, expenditures, encumbrances and current balances for each component. Purchasing of agency equipment and supplies is in compliance with applicable standards. The Ohio Revised Code details the entire purchasing and bidding process they must follow. Adequate emergency procurement procedures exist and proofs of such purchases during the riots in 2001 were in the files. The agency properly documents cash received and disbursed and agency owned property is accounted for and inventoried as required. Very detailed procedures are in place to assure the proper handling of all monies, including who can accept cash, how and under what circumstances, as well as the receipting process, per standards. Cincinnati Police Department Policy #12.620 was revised and language added to comply with standard #17.4.2 as it relates to authorizing expenditures at a certain level.

Chapter 21 Classification, Duties and Responsibilities

The classification plan and job descriptions, after review, are considered minimum requirements for a large agency, but do satisfy the standards as required. Although the Cincinnati Police Department took standard #21.1.1 as a 20% option, the need to conduct a task analysis for each sworn position should be considered. Such an analysis would determine the need for ranks within the police officers rank.

Chapter 22 Compensation, Benefits, and Conditions of Work

The written directives that set forth the Cincinnati Police Department's salary and leave programs are detailed and give clear direction to all employees, including civilian employees. The agency has an excellent tuition assistance program that provides money for college courses and also rewards and encourages good performance. Employees are eligible to receive up to 100% of tuition for a maximum of six credit hours per academic semester. An employee who gets an A on their course receives 100% reimbursement, a B receives 80% and a C receives 60%. No reimbursement is paid for grades below a C. At this time there is not an educational salary bonus but that is being discussed by the union and may be added during the next contract. The disability and death benefits programs provide employees with excellent brochures describing the various programs and benefits. Both the officers and their family members understand the benefits and how to apply. The written directives covering

extra duty or secondary employment are extensive and clearly written, leaving little doubt as to the police department's requirements. The policies clearly state what types of employment the officers may engage in off-duty and probably more importantly, they list the types of employment the officers may not engage in. Each of the five districts has a physical fitness room for the employees to utilize. To comply with standards # 22.3.1 & 22.3.2, Cincinnati Police Department Code of Ethics and Standard Operating Procedures were revised to include language related to physical fitness. During the panel review process, Sgt. Lang presented additional proofs of compliance with this chapter.

Chapter 24 Collective Bargaining

A very strong labor agreement exists between the FOP Queen City Lodge #69 and the City of Cincinnati. The FOP has bargaining rights for all sworn members of the Cincinnati Police Department up to and including the rank of Lieutenant Colonel. The rights of all bargaining unit members is clearly articulated in the contract, as is how they go about this process and who they will be represented by along the way. FOP Queen City Lodge #69 President Roger Webster was interviewed and confirmed the union's participation in the bargaining process as previously stated. He went on to express his support for the accreditation process and reported that each and every member of the FOP understood what CALEA represented and why the standards are necessary. Mr. Webster further stated that the union receives excellent support from the Chief Streicher and City Manager Valerie Lemme.

Chapter 25 Grievance Procedures

The Cincinnati Police Department relies solely on the FOP contract to provide the grievance procedure as well as the process. The Police personnel section director and the employee relations officer both have the responsibility for standards regarding grievance procedures. The procedure in the FOP contract is extensive and in considerable detail. This grievance procedure gives clear direction and time specific deadlines when filing a grievance and who is responsible for each step of the process. These procedures are provided to all employees. An annual document is compiled by the FOP that lists all the grievances filed along with a basic analysis and disposition.

Chapter 26 Disciplinary Procedures

The Cincinnati Police Department has a well-described code of conduct by which all employees are required to obey. The written directives supporting this chapter are clearly written and provide both the employee and management with appropriate guidelines to follow along the whole process. The various directives include "time frames", etc., for handling and processing appeals. During the panel review, Lt. Mark Briede explained the role of the supervisors in reference to the disciplinary process, in that a Sergeant or Lieutenant can only administer certain discipline, and can only recommend others. However, the actual decision to invoke discipline remains with the Chief of Police. The procedures are the same for sworn officers and civilians; however,

the civilians do not have access to the peer review step. To comply with standard # 26.1.5, Cincinnati Police Department's Manual of the Disciplinary Process was amended to include language that articulated the supervisor's role in this process, in matrix form detail.

Chapter 31 Recruitment

The various documents submitted in support of the recruiting effort consisted of a combination of Cincinnati Police Department and City of Cincinnati plans and recruitment statements of policy. The city's Human Resources Department conducts the great majority of the recruitment for the agency at this time. The City of Cincinnati Affirmative Action Program in 2002 was comprehensive and gave several departments specific guidance and goals to be accomplished. The make-up of the sworn personnel in the police department is in direct proportion with the available workforce, so their recruiting effort is very effective. It was also noted that every advertisement for police officer included a statement that the City of Cincinnati and the Cincinnati Police Department was an "Equal Opportunity Employer". Sgt. Conner was interviewed during the panel review process and provided even further proofs of compliance. Sgt. Conner is very passionate about recruiting and takes personal pride in being involved in this process and bringing the best possible candidates into the agency.

Chapter 32 Selection

The Cincinnati Police Department is in partnership with the City of Cincinnati Civil Service Board in managing the selection process. The numerous documents in the files provided comprehensive guidelines regulating the selection steps. All applicants receive letters informing them of their progress through the process and their final status. Specifically, the guidelines for conducting background investigations are excellent. Personnel selected to conduct these background investigations are trained extensively in this important function. A review of several steps in the selection process for new police officers revealed that the expensive, time consuming background investigations, including polygraph exam and behavioral assessment, are being conducted prior to the list of candidates being certified by the Civil Service Commission. In addition, there appears to be a need to increase liaison between the City's Human Resource Department and the Cincinnati Police Department, to accomplish more meetings and improved communications, access to each other's databases and notification in advance on those candidates that are receiving rejection letters from the City. Sgt. Waller participated in the panel review process and presented many standards related to this chapter and was extremely knowledgeable in this area.

Chapter 33 Training and Career Development

The Cincinnati Police Department provides a twenty-four (24) week basic recruit training program for new police officers, followed by a mandatory in-service training modem. The documentation provided fully supported each of the standards in Chapter 33. The State of Ohio has adopted specific regulations covering training for police officers.

Therefore, the documentation provided were copies of Ohio regulations and requirements. A review of the academy lesson plans supports the agencies compliance with the standards. The training facility is an excellent site for both the basic and in-service training programs. Initially designed and built as a training building for the Cincinnati Bengals professional football team, it is now occupied by the Cincinnati Police Department and used as a training academy. The course outline for basic training includes one hour to familiarize new officers with the accreditation process. Panel review with both Lt. Rahtz and Sgt. Tanner offered even further compliance with this chapter.

In reference to standard # 33.5.2, the Cincinnati Police Department has an excellent shift briefing training program that is conducted daily at roll calls. It is well structured, organized and includes tactical, legal and procedural subjects. There is an excellent use of scenarios that are six minutes in length. A member of the team observed this in-service training during attendance at several roll calls in the various districts. This program amounts to twenty-four (24) hours of training per officer per year.

Chapter 34 Promotion

The Cincinnati Civil Service Commission has 100% responsibility for all parts of the promotional process for sworn personnel. The Civil Service Commission manages this process and selects who will be promoted for all positions from Sergeant through Lieutenant Colonel (Assistant Chief). Therefore, the status of standard # 34.1.1 was changed to not applicable by function. The remaining standards included documents provided by the Civil Service Commission plus copies of other related materials. The Civil Service rules and regulations were found to be clear and concise, permitting employees to understand the promotional process. The police department does have a minor role, in that the training academy does provide the Civil Service Commission with a list of reading materials to be used to formulate the questions for each written exam for promotion.

The team interviewed Mrs. Carole Callahan as part of the review of the promotion process. Mrs. Callahan is the Assistant Director of the City of Cincinnati Human Resources Department as well as the Secretary for the Civil Service Commission. She expressed her total support of the Cincinnati Police Department and of the accreditation process. She stated that the relationship between her offices and the police department is very good.

Chapter 35 Performance Evaluation

The Cincinnati Police Department manages an employee performance evaluation program that successfully fulfills the intent of the standards in this chapter. Adequate documentation was reviewed verifying the program has been in place for the past three years. The evaluation program and required reports exceeds the CALEA standard, as the Cincinnati Police Department prepares weekly reports of probationary employees and monthly reports on permanent employees. The employee being evaluated is

afforded the opportunity to appropriately review, comment and sign off on their evaluation. FOP President Webster was interviewed and verified that this evaluation process gives all employees adequate advance notice (90 Days) when they are being considered for an unsatisfactory employee rating.

The agency's early warning system meets the minimum requirements as it reviews all officers' performances during a twelve (12) month period and identifies any potential problems. This current system should be evaluated by the Cincinnati Police Department to strive for improvements in its various components so a more effective warning system could be in place for their next re-accreditation in three years.

Chapter 41 Patrol

The agency provides its citizens with 24-hour patrol coverage by deploying officers on overlapping eight-hour patrol shifts. Each of the three shifts split their officers so they stagger their starting time by an hour, thus, providing continual non-interrupted service. The standards related to special purpose vehicles, i.e., motorcycles, bicycles, K-9, etc., were well covered by agency policy. These vehicles are only available to officers that are properly trained and have proven their efficiency. The Cincinnati Police Department is very pro-active in the area of body armor and requires officers to wear them. The patrol procedures are specific when addressing responses to calls for service. The pursuit policy is clear and requires reports and reviews of all pursuits, with multiple proofs in the files that this occurs.

During the agency tour and static display on Sunday, the assessment team observed much of the patrol equipment and vehicles utilized and found everything to be operationally ready and in compliance with all applicable standards. All the personnel associated with the equipment were extremely knowledgeable and highly trained in each specific area. The team conducted several ride-alongs with uniformed officers on all the shifts and observed the officers to be very positive and professional when dealing with the public and each other. The public also seemed to have a good level of respect for the officers as well. All the officers were well equipped and provided with all the necessary equipment to do their jobs as well as the training required to utilize the equipment. Several roll calls were also observed and we saw an excellent roll call training program in use that required the officers and Sergeants to interact extensively. A District Four staff meeting was also attended by the team and we observed the staff discuss community needs as well as bring the entire command staff up to speed on administrative matters, both local and department wide. Capt. Schmalz was in charge of District Four and was very open and positive with both his staff and the assessment team.

Chapter 42 Criminal Investigation

The Cincinnati Police Department has criminal investigators assigned to each of the five districts that handle mostly property crimes. They also have citywide investigation units that handle major case investigations such as homicide, robbery and sexual battery.

This system allows each district Captain to be able to better address problems or trends in their respective areas. Investigators and patrol officers share information and work closely together on cases and problems. We observed an almost continual information exchange between the two functions in each district we visited. The Investigative functions in each district are very well managed by supervisors who appear to take a professional "no-nonsense" approach to criminal investigations. They are very knowledgeable and well versed in all applicable agency policies and procedures as they relate to their units. Comprehensive written directives establish their system for file management and accountability for conducting follow-up investigations. Each district's investigative unit as well as the citywide units are particularly well equipped with electronic and visual equipment. All of this equipment is kept securely stored and its use and access is strictly controlled.

The Cincinnati Police Department assigns two criminal investigators to the Mayerson Child Abuse Center to assist with the investigation of child abuse cases, both physical and sexual. This is an outstanding program that showcases what can be accomplished for these helpless young victims when the efforts of the Cincinnati Police Department are combined with the Hamilton County Sheriff's Department and the local hospital. Assessors observed this unit in action and were completely impressed with the entire operation.

Chapter 43 Vice Drugs and Organized Crime

The investigation of vice, drugs and organized crime are the function of the Narcotics and Vice Unit within the Investigations Division. There was no question that informant files and intelligence files were properly secured and all CALEA standards in this function were strictly adhered to. The agency's budget provides for confidential funds to support the operation of the vice, drug and organized crime control function. These funds are distributed to all of the districts for their use to address crimes or problems in their areas. Use of informants in the agency is well documented and authorized. Procedures to notify the Chief of Police and obtain proper authorization to spend a certain amount of confidential funds were put in place and comply with applicable standards. Expenditures for informants, drug purchases, etc., were extremely well documented and accounted for. Use of informants is well controlled. Undercover operations are tightly supervised, leaving no room for error. The agency has good procedures in place to combat vice crimes, which include surveillance, undercover and decoy operations and raids. They have an excellent decoy program in place that has been very successful. They are very pro-active in this area and conduct documented after action reports on all their major operations.

Chapter 44 Juvenile Operations

It is apparent that the agency meets the CALEA standards in this chapter, and, the assigned investigators are extremely knowledgeable when it relates to procedural issues involving juveniles. Annual reviews are completed by the Unit Commander who confers with local juvenile service agencies to conduct the review. The policies and

procedures pertaining to the questioning, detaining and charging of juveniles are clearly established and followed. The Cincinnati Police Department recognizes the importance of working closely with the youth in the city's schools and assigns officers as school resource officers in every school above the elementary grade level. They actively teach the DARE curriculum at their schools. They also sponsor a kids golf outing and conduct programs such as Young Mentors of Cincinnati, Camp Joy and Police Youth Live-In, just to name a few.

Chapter 45 Crime Prevention and Community Involvement

The Cincinnati Police Department is very active in the community as evidenced by the number of persons who praised the agency at the public information session and telephone call in session in regards to their interaction and outreach to the citizens. The Department has conducted the required citizen surveys to measure community attitudes toward the police with extremely favorable results. Each of the five districts has a number of Community Problem Oriented Police (CPOP) officers assigned. Each of the neighborhoods in the city (fifty-two separate neighborhoods) has a CPOP officer assigned exclusively to their area. This officer is responsive to their needs and attends their functions and is responsible for relaying information both from the agency to their group and visa versa. The agency is working very hard to overcome any misconceptions the community may have about them. This is even more the case in District One, which covers the downtown area.

The mandatory annual analyses of crime prevention programs were in the files and complete. Multiple proofs of monthly community involvement reports were in the file and are being forwarded to the Chief of Police as required. The agency utilizes crime analysis in an attempt to reduce and prevent crime in the city. They recently added a link to their public website that allows citizens to access crime statistics in their neighborhoods so they can see for themselves what is going on. The Cincinnati Police Department conducts a Citizens Police Academy that has proven to be a good tool to acquaint the public with their mission and issues they face daily.

Chapter 46 Unusual Occurrences and Special Operations

The Cincinnati Police Department Emergency Operations Plan meets all applicable standards. The Police Department has participated in many tabletop exercises with Hamilton County and other jurisdictions. The agency has a Special Weapons and Tactics (SWAT) Team. This team is appropriately equipped and trains on a regular basis. They utilize an array of authorized weapons and showed proofs of training, storage and safety issues related to the usage of those weapons. There are appropriate and documented selection criteria for team members. SWAT Lt. Ventre presented information and displayed a true understanding of all the plans and missions his unit is responsible for. After action reports and citizen comments on their missions reflect that when called upon, the SWAT team responds in a professional manner. These reports also documented that if there was a problem identified during the after action review, it was properly addressed. The team observed several members of the

SWAT team, complete with their assigned gear and assault vehicles during the agency tour.

The Cincinnati Police Department has adequate plans in place to handle disasters, civil disturbances and the issues that go along with those situations. They rely on the Hamilton County Sheriff's Office Bomb Squad for that type of assistance when needed. Their special event plans as well as their plans to handle VIP security were well written and effective. Standard #46.1.11, Incident Command, became effective in November of 2002 and the Cincinnati Police Department must be in compliance with that standard by November of 2003, thus, the requirements of that standard are not applicable by reason of function at this time, with the re-accreditation team in three years tasked with verifying compliance then.

Chapter 51 Criminal Intelligence

In order to further verify that the Intelligence Unit has been complying with the standards that relate to these often-sensitive cases, a separate conference was held with Lt. Joseph Hall and Sgt. David Turner, the Commander and Assistant Commander of the unit. Lt. Hall gave a briefing on the mission of the Intelligence Unit and verified that intelligence activities and investigations are limited to criminal activity. The standard operating procedures lists the specific types of criminal offenses the unit may investigate and maintain records of. The Lieutenant reviews each report to ensure the investigation/information is in compliance with established procedures. Examples of pending expungements and destructions were offered in support that purging is an ongoing activity. An explanation and photos were offered in support of the CALEA standard reference safeguarding and storage of intelligence records.

Chapter 52 Internal Affairs

Complaints of alleged acts such as criminal conduct, corruption, use of force, civil rights and other major incidents are assigned to the Internal Affairs Unit for follow-up investigation. Other minor complaints may be handled by the line supervisors followed by command review. The policies and procedures for these investigations were clear and complete and met all applicable standards. They detailed the procedures to follow and how long were allotted for each. Reports are time sensitive and complainants are required to be kept apprised along the way. The actual complaint process has been put on the departments website with easy to follow directions on how to file a complaint. The process ensures the fair treatment of the employee, as well as assuring the citizen that his concerns are being addressed. An annual review is conducted by the commanding officer of the unit (Capt. Gerard) and is complete with the types of all complaints and the status of findings. The annual reviews for the prior three years were in the file as proof. The agency utilizes these reviews to spot possible trends and the need for any additional or specialized training. Capt. Gerard participated in the panel review process and provided further proofs of compliance and also made it quite clear that he has the authority to go directly to the Chief of Police if necessary. All records of Internal Investigations are kept locked and secured as required by standards.

Chapter 53 Inspectional Services

The line inspection functions are clearly defined and well documented and address all requirements such as frequency, responsibilities, written reporting requirements and corrective actions to be taken. All deficiencies were noted and the proper corrective actions taken. Each supervisor's role in these line inspections is clear and sufficient proofs existed in the files to prove compliance. Staff inspections are conducted and documented by the Staff Inspections Unit as required. All organizational components of the Cincinnati Police Department are inspected per standards, any deficiencies noted and corrective measures listed as necessary. Panel review with Lt. Theetge provided additional proofs of compliance with this chapter.

Chapter 54 Public Information

The agency has a designated Public information Officer, Lt. Byrd, who is accessible to all media inquires via voice mail and pager at anytime during the day or night. Lt. Byrd reports directly to the Chief of Police and is responsible for maintaining compliance with the three CALEA standards pertaining to public information and dealing with the news media. In the event of his absence for vacation, sick, etc., someone is designated to take his place. District Commanders and on-duty ranking supervisors handle media requests after normal business hours. Agency policy clearly dictates what can be released to the media and under what conditions. There appears to be an excellent working relationship with all the local media, fostered in great part by Lt. Byrd's daily contacts with them. Lt. Byrd was interviewed during the panel review process and was very knowledgeable about all aspects of his job as it relates to media relations. He also outlined a very aggressive program by the Cincinnati Police Department to keep the public informed on police activities and significant incidents.

Chapter 55 Victim/Witness Assistance

The Cincinnati Police Department works closely with the prosecuting attorney and keeps victims informed of the status of their cases. The department has a very detailed handbook that is given to all victims/witnesses and will help them answer their questions in advance. This handbook lists their rights, provides them with the Cincinnati Police Department case number and gives numerous phone numbers that can provide information and assistance. The agency has utilized media resources to publish information about their assistance programs. Criminal Investigators provide the victims with their phone number to assist them in this process. Proofs were in the files that showed a very active program and a complete victim/witness needs analysis was done annually.

Assessor Chinn met with thirty-year police veteran Detective Linda Day who works in the personal crimes unit. Detective Day works with Sgt. Simpson, Officer Ventre, Hamilton County Sheriff's Detective Miller and Children's Hospital Medical Center Clinical Coordinator Heidi Malott. This group operates a program started by Dr. Robert Shapiro and deals with all aspects of child abuse cases, both physical and sexual in

nature. The work this group is doing is nothing short of amazing and the impact they are having on the community is apparent.

Chapter 61 Traffic

The Cincinnati Police Department has appropriate detailed procedures for dealing with traffic violators. The policies clearly articulate their responses to accident investigations, traffic problems and other traffic related situations. The agency conducts analysis of traffic crashes, as well as the analysis of their traffic enforcement activities to deploy their resources in the proper places at the proper times to have a positive impact on traffic safety. Officers who are properly trained in their use also utilize speed-measuring devices. All devices used are calibrated regularly and are in compliance with the applicable standards. Their policies related to driving under the influence were complete and covered all the applicable standards. All officers take part in the agencies strong proactive traffic programs. Motorcycle officers are assigned to the downtown area based on need and time of day. They specifically facilitate the smooth flow of traffic in and out of the downtown district during the daily rush hours. The agency is precluded by Ohio State law from utilizing unmarked vehicles to conduct traffic enforcement. Police Officer Joe Stevens presented additional information at the panel review process to show further proof of compliance with traffic standards.

Chapter 71 Prisoner Transportation

All detainees of the agency are transported and booked directly into the Hamilton County Jail. All vehicles used for transporting prisoners are equipped with a safety screen between the driver and the back seat. The rear door locks and window controls have been disabled as required. Agency policy requires the proper search of all prisoners as well as transporting vehicles before and after any transport. The agency provides information to the receiving facility of any security or health concerns of a prisoner being transferred to their custody. Procedures require a report on any incident where a prisoner escapes from custody, and the file contained three such reports of escapes that occurred during the assessment period. Numerous ride alongs and interviews with other officers provided even more proof that agency members are aware of these policies and fully comply as directed.

Chapter 72 Holding Facility

The Cincinnati Police Department does not operate a holding facility. This entire chapter was not applicable by reason of function.

Chapter 73 Court Security

The Cincinnati Police Department does not provide any court security. This entire chapter was not applicable by reason of function.

Chapter 74 Legal Process

The Cincinnati Police Department does not perform civil process, as the Hamilton County Sheriff's Office is responsible for those functions and activities. Their policies and responsibilities as it relates to serving legal process such as arrest and search warrants, are very clear and concise. The documentation process of these services is well understood. The agency also has measures in place for the service of high-risk arrest and search warrants. The command staff is notified of such warrants and the agency's trained SWAT is utilized for such actions for the safety of all involved. The Cincinnati Police Department also staffs a full time asset forfeiture unit, which appears to operate efficiently as assets are transferred (based on court orders) from criminal cases to the police department's law enforcement trust fund. Panel review with this person, Police Specialist Kelley, provided additional proofs of compliance with applicable standards.

Chapter 81 Communications

During the agency tour on Sunday, we were given an extensive tour of the communications center. The center occupies the entire third floor of the District One Headquarters building. During our tour we interviewed the communication center supervisor, on-duty watch supervisor, numerous call takers and dispatchers. During this tour and accompanying interviews we were able to verify compliance with many applicable standards and found the employees of the center we dealt with to be extremely professional and competent. Requirements for emergency phone lines were verified. All the dispatchers had immediate access to all required rosters, manuals, maps and plans. They also had the capability of immediate playback of calls and radio transmissions. The facility and equipment were in compliance with all applicable standards. The alternate power source was observed and is secured in the basement of the building and tested as required. The Cincinnati Police Department only dispatches for their own agency at this time and has no other dispatch duties, but has radio capability of immediate contact and radio exchange with all the agencies within Hamilton County. All applicable standards in this chapter were met and more than sufficient proofs were in the files and observed during numerous visits during the on site. The agency has well written and well practiced procedures for this important function.

Chapter 82 Records

The agency has a comprehensive written directive system to cover all aspects of the police records management system. They utilize a computerized records system and records are available to personnel 24 hours a day. All records are maintained according to Ohio Revised Code and Retention Schedules. The tour of the central records section on Sunday allowed visual compliance of many standards and discussions with Records Supervisor Dorothy Gardner verified even more. Ms. Gardner is a thirty-year veteran of the records section and is extremely knowledgeable in all areas of records management and is very proud of her operation and a valuable asset to the agency. The area is well equipped, staffed and very secure. Agency records are protected as required and juvenile records clearly separate and secure. All necessary

Uniform Crime Reporting (UCR) submissions were documented and displayed. They have a master name file and unique number designation for each person arrested.

Controls and security measures are in place and were observed for issuing, tracking and accounting for citations and summons. The annual audit of the records computer system was done each of the previous three years and adequate proofs in the file confirmed this. This agency clearly understands the importance of having a professionally well maintained records function. Panel review with Sergeant Oberjohann further confirmed compliance with standards as they related to field reporting and review.

Chapter 83 Collection and Preservation of Evidence

Agency directives provide for 24-hour/7 day a week coverage of trained personnel to respond and process crime scenes and serious and fatal accidents. Thorough policies are in place to address the collection, processing and preservation of evidence in the field as well as the documents necessary to maintain the proper chain of custody. The use of photography, both still photos and video, was addressed with required policies. Thorough procedures detailed the packaging of evidence to be sent to a forensic lab for examination and proofs were in the folders to verify compliance.

During the static display, the team observed one of the department's mobile crime scene vans. Police Criminalist Sid Caesar explained his duties and gave us a tour of the van, which was extremely well equipped with all the necessary items to process any crime scene. The chain of custody of evidence was clearly addressed in policies. Multiple proofs in the files verified the agency's work in this area. They have the latest equipment, a true indicator of their commitment to a professional product that will aid in the criminal prosecution of Cincinnati Police Department cases.

Chapter 84 Property and Evidence Control

The Cincinnati Police Department policies and procedures articulate in very detailed language how all property coming into possession of agency members will be handled. Guidelines clearly identify how property/evidence will be logged, packaged, labeled and secured. During the agency tour on Sunday the team observed the main property room and met with Sergeant Boertlein, the head property custodian, who verified many standards during our tour of his facility. Each of the five districts has their own temporary property facilities that are emptied each day and the items taken to the main unit. The districts utilize a drop key system that only the main unit has the key to and they retrieve the items daily. These areas exceeded all standards and were very orderly. The files contained sufficient proofs that all the inspections/audits and reports required by standards were in fact being done. The facilities are very secure and the team was required to sign in on the log before being granted access to the facility. We also were required to sign-out when we were done.

T. Summary and Recommendations:

The Cincinnati, Ohio Police Department is a full service law enforcement agency that provides quality police services to the community. The agency, under the direction of Chief Thomas Streicher, delivers professional services that are of high quality. They value and realize the importance of the community and see to their needs. This was quite evident at the public information session and throughout all our travels around Cincinnati. The men and women of the agency are hard working, caring and respected individuals who are dedicated to making Cincinnati a better place to live, work or just visit, by their commitment to their profession. They all are keenly aware of the standards of accreditation and subscribe to each and every one, in both theory and practice. This group of individuals is a credit to our profession and a definite asset to the City of Cincinnati.

The assessment team determined that the Cincinnati Police Department had complied with all applicable standards. The agency had a good on-site assessment. There were no major concerns and the agency is recommended for re-accreditation.

It was clearly explained during the exit interview that the final re-accreditation decision is the prerogative of the Commission and that the assessment team's recommendations may be modified or not accepted.

Respectfully Submitted,

Roy H. Liddicott
Team Leader